

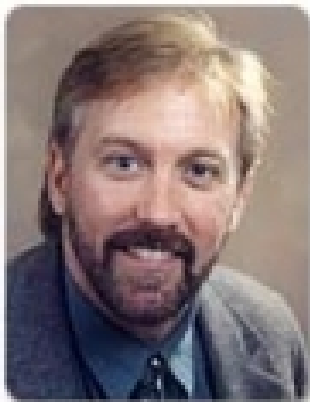


# Atlanta SPIN

Software Process Improvement Network

The Atlanta SPINnaker

July 2007 Volume 2, Issue 7



**Mike Workman**

## T-Cubed: Technology – Teamwork – Teams (Virtual)

Michael Workman, an Associate Professor from Florida Institute of Technology, took the Atlanta SPIN audience of approximately thirty five members through a wide-ranging discussion on the factors that affect how well people work together when they are not all located in a central place.

Michael laid out some of the theoretical basis for understanding inter-personal behavior in a distributed work environment, with a particular emphasis given to the effects of technology on behavior. Given the growth in virtual teaming and the varied drivers for its adoption, Michael noted that research shows that success is anything but given.

Michael discussed how people communicate by means of channels with considerable cues lost in the transmission when distance is involved. He discussed the dependency of communication success on skills related to articulation, negotiation and consolidation.

The sometimes subtle effect of technology in these regards was addressed, with Michael noting a variety of different examples. For example, virtual coworkers face obstacles in acquiring tacit information that would be manifest, indeed obvious, in a non-remote locale. Furthermore, they have less opportunity to see and learn from role model behavior.

Michael then went on to discuss some of the intricacies of different cognitive styles. He

stressed that this was not related to ability or intelligence. Depending on one's style, some very different ways of gathering and conceptualizing information tend to arise. He noted that Sternberg's work in this arena had strongly influenced his thinking.

Various cognitive styles, External versus Internal, Conservative versus Liberal and Global versus Local, were addressed. What was curious was that cognitive styles could account for 41% of the performance variance.

In short, certain cognitive personality types work better in some specific situations – a team leader that recognizes this and take steps to accommodate these differences is likely to not only help specific team members to be more effective, but also better ensure team success.

Michael finished up his presentation with an in-depth discussion of some work he has published. There was considerable discussion from the audience regarding both the Proximal-Virtual continuum on conflict, cohesion, task-relationship orientation and technical versus social skills and the impact of Socio-cultural structuring and team boundary permeability on project schedule and budget performance.

All in all, Michael's talk made for an interesting evening.

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## What's Next? - July 18th

**Eshan Chawla - Project Governance Practice Director**  
**MDI**  
**Effective Project Portfolio Management**

## Don't Miss it! Our Next Signature Event - September 19th

**Speaker: Ed Yourdon**

### **The Internet's Second Wave: Web 2.0**

- **6:00 - 6:30 Networking, Free fancy food and soft drinks, and sponsor booths**
- **7:30 - 6:35 Welcome, Introductions, SPIN Business**
- **6:35 - 6:45 Platinum Sponsor and Signature Event Sponsor Remarks**
- **6:45 - 8:15 Presentation + Q&A**
- **8:15 - 8:25 Job Openings / Announcements**
- **8:25 - 8:30 Book give away**

**Southern Polytechnic State University**  
**1100 South Marietta Pkwy**  
**Marietta, GA 30060**



## **MDI Becomes Atlanta SPIN Platinum Sponsor!**

Management Decisions, Incorporated (MDI) recently increased its sponsorship level from Gold to Platinum. John Cloonan and Jeff Morris recently met with members of the Atlanta SPIN Board to discuss ways that MDI can further support our organization's efforts. A variety of ideas were discussed and are currently being worked. At the same time, MDI offered and has followed through with increasing its sponsorship level. We greatly appreciate MDI's continued support and its generous increase in its sponsorship level. Thanks MDI !!!!!!!!!!!

## **News From QSM Associates (via Sean Callaghan)**

At this week's IBM Rational Software Development Conference, it was announced that QSM's SLIM-Estimate tool has been "validated Ready for Rational," i.e., seamlessly integrated with IBM's Rational Portfolio Manager. This means that realistic project management plans with detailed work breakdown structures can now be generated in minutes, versus the days or weeks previously required, all with just the few basic inputs SLIM requires. Project managers have long told us the value of being able to generate these important plans quickly in the RUP environment, and the IBM/QSM validation/integration is a giant leap forward. SLIM users already know how easy it is to start generating actionable, customizable estimates; now, the many users of the industry-leading RUP framework can benefit from adding this powerful tool to their desktop.

In addition, at the same Rational conference, IBM announced the addition of a plug in for Rational Method Composer called "RUP with Estimation, Measurement & Control" by QSM. This assists RUP users with their documented process methodology initiatives using the proven SLIM methods. Companies seeking improved process maturity standards (e.g., SEI's CMMI & ISO 9000) will realize tremendous benefits from effectively using this plug in.

If you'd like to read the full text of the press release, please go to: [http://www.qsma.com/re\\_news.html](http://www.qsma.com/re_news.html)

## Recent News from the Software Engineering Institute

### [New SPIN WIKI](#)

A new SPIN WIKI (a wiki is website or similar online resource which allows users to add and edit content collectively ) has been created. Please see the following URL: <http://seispin.wikispaces.com/> I hope we can turn this into a great resource for us all to us! Please pass this along.

Thank you,  
Shane McGraw  
SEI SPIN Coordinator  
412-268-2358

You may also be interested in knowing that Shane has started a SPIN blog: <http://seispin.blogspot.com/> .

## Atlanta PMI and Atlanta SPIN form an alliance

**We are excited about forming an alliance to work together, providing links on our web sites and cross promoting events and our members benefit by sharing membership privileges.**

**The Atlanta Chapter of the Project Management Institute (PMI) will host its second annual Professional Development Day (PDD2007) event on August 25, 2007. PDD2007 provides an opportunity to learn from qualified project management practitioners, view the latest in project management tools and applications; and network with project management professionals.**

**Don't miss out on this entertaining and informative day! Additional information and registration is available via the following link: <http://www.pmiatlanta-pdd.org>.**

## Spotlight on our Sponsors: AGSI



AGSI is a Management and Technology Consulting company headquartered in Atlanta, GA. Founded in 1981, AGSI assists companies in achieving sustainable business value by providing the right balance of expertise, business process and technology solutions.

AGSI partners with its clients for long-term relationships based on the company's core values of Integrity, Quality and Partnership. AGSI's service offerings include: Business Process Improvement; Enterprise Program Management; Organizational Change Management; Application Development & Management; Project Management; and Systems Integration.

Their clients span across the United States and include midsized to Fortune 100 organizations across a range of industries, such as financial services, health care, hospitality, technology and transportation/logistics. AGSI's consultants average 16 years of experience and their vendor neutrality ensures that their client's best interest is their top priority.

AGSI is a proud sponsor of Atlanta SPIN.



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### Atlanta SPIN Sponsors—They Make Our Efforts Possible!



And our 19 Individual Contributors!

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Bill Reister	Program
Michael Richardson	Webmaster
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### Process Improvement Sites:

#### Software Engineering Information Repository

<http://seir.sei.cmu.edu>, has over 30,000 registered users and is a forum used to contribute and exchange information about software engineering improvement activities, including CMMI.

#### The CMMI Process Improvement Yahoo! discussion group

[http://groups.yahoo.com/group/cmmi\\_process\\_improvement/](http://groups.yahoo.com/group/cmmi_process_improvement/) is a forum used to contribute and exchange ideas about CMMI-based improvement.

BSCW Shared Workspace <https://bscw.sei.cmu.edu/pub/bscw.cgi/0/79783> is a forum used to contribute and exchange CMMI-related materials.

Information courtesy of SEI Customer Relations. Find out more about SEI Membership online at [www.sei.cmu.edu/membership](http://www.sei.cmu.edu/membership)  
[customer-relations@sei.cmu.edu](mailto:customer-relations@sei.cmu.edu)

### About Atlanta SPIN, Incorporated

The Atlanta SPIN organization was chartered in 1991. This group has been a force for software process improvement in the Atlanta area since then. The organization has a growing membership list that currently numbers 850+ members. The group typically meets every third Wednesday of the month. Our meetings typically attract audiences of 40 – 50 people. These meetings provide a forum for like-minded people, interested in learning from others and sharing their own experiences. There is time allowed before and after the meeting for networking among the participants, including a review from the audience of any job openings that are available. The Board, through its work with Sponsors, ensures that food and drinks are also available at no cost to the membership.

Ron Wojcik, editor